

## **BUDGET 2014-15 FREQUENTLY ASKED QUESTIONS**

---

### **1. What directives has the Government of Quebec provided to Concordia about its 2014-15 budget?**

- For the past three years, Concordia, along with other Quebec universities, has faced directed expense reductions in its operating funds. We have continued to manage our finances prudently and have taken a careful approach in our budget planning. This was especially true in our preparation of the 2014-15 budget, which was approved by the Board in April.
- However, with the passage of a budget by the Government of Quebec in June, it was clear we would need to make adjustments to our 2014-15 budget, aligning it with government expectations and allocations.
- These expectations include reducing operating expenses. In addition, no operating deficits are permitted in 2014-15.
- While the government is re-investing in the university sector, changes in base funding, re-investment initiatives and certain other envelopes have led to a reduction in revenues for Concordia and all other universities in Quebec.

### **2. What does this mean for Concordia?**

- The government has said there can be no operating deficit in 2014-15 and we must reduce operating expenses.
- Additionally, revenues will be less than expected due to changes in base funding, re-investment initiatives and certain other envelopes.
- The net result of this is that Concordia is currently facing budget compressions of \$15.7 million in 2014-15 to meet the no-deficit requirement.

### **3. How is Concordia going to address these budget compressions?**

- The university has been working diligently to address these budget compressions without severely impacting our students and our ability to provide them with high-quality academic programs and enriching experiences.
- The principles guiding our decisions to address budget compressions include preserving our academic mission and strategic initiatives; continuing to enhance the student experience; treating people fairly; sharing cost

reductions across the institution; and continuing to invest in key priorities, such as the *Academic Plan* and faculty renewal initiatives.

- The budget compressions will be achieved through measures that include a Voluntary Departure Program for administrative and support staff; expense reductions and delayed investments; and enrolment growth.
- However, it continues to be important for us to build the future of our university. This means we must use our resources effectively and as strategically as possible to support our long-term goals and contribute to our growth. For example, we will maintain our investments to renew our faculty, including proceeding with approved strategic hires.

**4. Why is the university offering a Voluntary Departure Program (VDP) now?**

- The idea of a Voluntary Departure Program was suggested repeatedly during the community budget conversations held in recent years.
- We believe this program may appeal to some of our employees while allowing us to reduce our administrative expenses.

**5. Where can I find more information on this program?**

- Highlights of the Voluntary Departure Program as well as frequently asked questions and the official program description are available to Concordia employees through the intranet (Cspace).

**6. What will be the impact of the budget compressions on Concordia's academic sector?**

- We remain committed to preserving the academic mission of the university and will continue to enhance our teaching and research. To this end, the Voluntary Departure Program will not be available to part- and full-time faculty members. We are continuing to invest in the renewal of our faculty.
- In academic departments affected by the departure of administrative or support staff as a result of this program, the dean will work with department managers to ensure the sustainability of their operations.

**7. Are you reducing academic positions?**

- The university will continue to invest in renewing its faculty. This includes proceeding with approved strategic hires.

**8. Are we expecting more budget compressions for 2015-16**

- It is too premature at this time to speculate what budget compressions will be, especially since we do not know what additional initiatives the government will be making for 2015-16.

- However, what we do know is that the government has said that 2015-16 is going to be even more challenging.
- We believe that by reducing our cost base this year, we will be in a better situation to deal with the budget compressions we expect in 2015-16.

**9. Why not delay construction and renovations projects?**

- The budget compressions specifically target our operating budget. The budget envelopes for construction and renovation projects are not affected by budget compressions.

**10. What about the *Academic Plan* investments? Are these being cut?**

- Our key priority is to preserve our academic mission and initiatives. That is why we are continuing with our investments in the *Academic Plan* and faculty renewal initiatives.